



MEETING MINUTES
CENTRAL WATERFRONT PARTNERSHIPS & FINANCING SUBCOMMITTEE MEETING
MARCH 15, 2010
3:30 – 5:00PM SMT 4050

Attendees

Carol Binder
Joshua Curtis
Bob Davidson
Patrick Gordon
Bob Klein
Gerry Johnson
Greg Johnson
James Kelly
Ed Medeiros
Cary Moon
Charlie Royer

Brian Steinburg
Ron Turner
Maggie Walker
Michael Woo

Staff

Bob Chandler
Marshall Foster
David Goldberg
My Tam Nguyen
Steve Pearce
Nathan Torgelson

I. Introduction – Gerry Johnson

Gerry summarized the previous meeting where attendees identified attributes with well-known effective organizations. Today attendees were going to look at how the roles that partner organization could fill changed over time.

II. Discussion

- Greg Johnson – Who owns the public space?
- Bob Chandler – SDOT generally has rights-of-way.
- Greg Johnson – Then the Embarcadero may be the just comparison. Private ownership is a big piece.
- Gerry Johnson – We'll be discussing the property owner roles at the next meeting as part of the overall picture of partnerships.
- Cary Moon – The framework plan will also look at the various elements.
- Patrick Gordon – The process Subcommittee discussed that the consultant would take a 5,000 view to affirm the vision, explore possibilities, conduct outreach and establish a framework plan. This would be the basis for a more detailed design scope.
- Gerry Johnson – Almost certain that the City would be the "owner" during design. There are many roles partnerships could take – let's look at how they align with the project phases

Partnership Roles during Design Procurement

- Steve Pearce – Consultant selections processes are usually more than just city staff. They often include representatives from stakeholder groups.

- Patrick Gordon – the Process subcommittee wanted an process where the public could be part of the experience – like the library.
- Cary Moon – We talked about a two-step process with an initial RFQ, and then finalists are asked to expand on their approach. Public would be brought in then.
- Ron Turner – The scope of the design work should have involvement from the partnership.
- Bob Chandler – The Seawall project will develop a “suite of options” so that the Central Waterfront design process can influence the selection of options by locations.
- Cary Moon – The “IT” (shorthand for partnership group) keeps the vision and protects the city’s ability to do the best possible things.

Partnership Roles during Design

- Greg Johnson – It’s difficult to do design without a scope. People need to know where and how to advocate for what they want. Knowing the project scope is critical for the “IT” and design team. The scope defines who needs to be represented on the “IT.”
- Bob Steinburg – Public outreach could help define the scope.
- Charlie Royer – Chattanooga, TN had a downtown redevelopment team that included one set of members looking at design and another looking at a finance plan and interim activation. The City doesn’t do this very well. Interim activation would show possibility.
- Gerry Johnson – A financing plan could lay the groundwork for a public vote as well as identify partners to include.

Partnership Roles during Construction

- Carol Binder – The original high level “IT” could be a non-profit. When the pieces start to come together it could evolve into a PDA.
- Greg Johnson – The attributes you’re looking for early on are those that support forming partnerships, championing a vision and campaigning for a project.
- Ron Turner – Use the model of a developer that has a common vision but is a nimble team that evolves and has flexible management structure.
- Charlie Royer – How do you manage public resources? How do we build into the product ways of taking care of our resources? Big infrastructure creates opportunities to think bigger.
- Maggie Walker – The “IT” drives public involvement during all phases. It engages locally and regionally.
- Brian Steinburg – Does the “IT” operate like a public entity where it develops a project with a fixed budget and at the end is trading off trees for benches, or is IT like a private entity that can make bigger choices on funds and priorities?

Gerry Johnson – Maybe Bob Davidson can talk a bit about how the Zoo and Aquarium have evolved.

- Bob Davidson – The Zoo and Aquarium started out owned by municipalities. This worked fine for capital projects. But as maintenance and operation costs mounted there is a need for partnership. If the City owns something the public feels that the City should take care of it. The Zoo and Aquarium Societies reach out to communities and expand the sense of ownership, supporting broader funding and investment.

- Maggie Walker – These partnerships are the result of very detailed agreements worked out over years – as they should be.
- Bob Klein – The IT” can also create development partnerships bring additional revenue and management resources for smaller projects.
- Cary Moon – We should identify what the City does well so that we know what roles the “IT’s should play to fill gaps.
- Gerry Johnson - ...or what the City can/cannot pay for.
- Cary Moon – The Parks Foundation is already envisioning a role.
- Bob Davidson – A lot of things need to be put in place for people to give money to an “IT” It needs a well-defined and long term role. It needs to be able to assure that investors receive the return. It needs to demonstrate the ability to manage.

Partnership Roles during Operations

- Brian Steinburg – Maybe a different IT” for operations.
- Gerry Johnson - Parks District can be a source of funding.
- Ed Medeiros – A lot of other models we have looked at involve the state as a partner and funder. Do es or should the state have a role in this project?
- Marshall Foster – In order to kick-start an “IT” the city may need to empower an advosiry committee during design.
- Maggie Walker – There needs to be some formal committee with ties to the eventual IT that has a defined role during the RFQ/selection process.

IV. Next Meeting

The next meeting is scheduled for Wednesday, March 24th. The Subcommittee review geography (partnerships based on ownership).

V. Closing – 5:05 PM.